

GESTIÓN DE MARKETING

2º ADE ; 2º ADE + IMS ; 2º ADE + DBS; 3º ADE + DER ; 3º ADE + INF

Curso 2020/2021 – Convocatoria Extraordinaria

24 de junio de 2021 - Segunda parte del examen

**PARA APROBAR LA ASIGNATURA ES PRECISO
QUE ESTA PARTE DEL EXAMEN ESTÉ APROBADA**

- **UNA VEZ APROBADA**, esta parte supone el 50% de la nota final del examen.
- Hay cuatro preguntas, una por cada P del marketing mix.
- Todas las preguntas valen lo mismo: 25%.
- Tiempo máximo: 80 minutos
- Cualquier intento de copia supondrá la expulsión de la sala de examen y una calificación 0.
- No se permite el uso de apuntes ni de ningún tipo de dispositivos tecnológicos.



Ladrón de Manzanitas, la sidra del grupo Heineken España lanzada en abril de 2018

Se trata de una sidra moderna procedente de la fermentación de 7 tipos de manzanas dulces y ácidas, que le aportan el punto justo de dulzor, sin gluten, con un toque de gas y bajo contenido alcohólico (4,5% vol.). Según la empresa, es la bebida perfecta para disfrutar de cualquier momento social, desde el aperitivo al tardeo, dirigida a aquellos que no han encontrado su bebida con alcohol o que quieren descubrir nuevas propuestas.

Marta García, directora de Marketing de Heineken España, afirma que «en 2018 lanzamos Ladrón de Manzanitas para todos aquellos que no habían encontrado su bebida, creamos una nueva categoría en el mercado español y estamos muy contentos con la magnífica acogida que ha tenido. Ahora, seguimos escuchando al consumidor y hemos ampliado la familia con un nuevo sabor de Ladrón de Manzanitas adaptado a aquellos que prefieren los gustos más secos y ácidos, con todo el sabor naturalmente refrescante de Ladrón de Manzanitas. Una muestra de nuestra continua apuesta por la innovación poniendo en el centro a los consumidores»

Ladrón de Manzanitas se ha presentado en los medios con una campaña de comunicación en plataformas digitales, redes sociales, televisión y canales de distribución. Bajo el nombre 'Revoluciona el corral', el spot de televisión muestra una estampida de gallinas corriendo por la ciudad ante la llegada de un zorro que ha llegado al gallinero para ponerlo todo patas arriba.

El grupo Heineken vende sus productos en tiendas de alimentación (canal alimentación) y en bares y restaurantes (canal Horeca). Además, tiene en propiedad algunos locales que combinan la fabricación de cerveza y son restaurante en el mismo espacio. También ha impulsado y puesto en marcha una red de bares a través de franquicias, que son establecimientos temáticos, por ejemplo, utilizando la marca Paulaner Bierhaus.

PRIMERA PREGUNTA

- a) Tomando como ejemplo el nuevo producto Ladrón de Manzanas, explica para el mismo cuáles son las tres dimensiones de producto (1/3).
- b) Ladrón de Manzanas se encuentra en la fase de introducción del ciclo de vida del producto. ¿Cuáles son los objetivos de marketing que debería perseguir Heineken para esta fase y cómo podría alcanzarlos? (1/3)
Innovators (low sales, high cost) offer basic product, cost plus price, heavy promotion.
- c) Comenta brevemente las estrategias de cada uno de los elementos del marketing mix que la empresa debería seguir para Ladrón de Manzanas en fase de introducción (1/3).
*Product: offer basic product
Price: high price
Distribution: selective
Publicity:*

SEGUNDA PREGUNTA

- and 3 other* { a) Indica y explica brevemente cada uno de los tres métodos de fijación de precios que podría usar Heineken España para fijar el precio de su producto Ladrón de Manzanas (70%).
- b) Si comparamos los tres métodos de fijación de precios del apartado anterior, ¿qué diferencias observas entre ellos? (30%).

TERCERA PREGUNTA

- a) Explica los tipos de sistemas verticales de marketing que pueden ocurrir en el canal de distribución del grupo Heineken (50%).
- b) Por un ejemplo de cada uno de los tipos de sistemas verticales de marketing que se dan (o se podrían dar) en el caso del grupo Heineken (50%).

CUARTA PREGUNTA

- a) Explica qué elementos de comunicación voluntaria y qué elementos de comunicación involuntaria puede haber tenido en cuenta el grupo Heineken en su lanzamiento de la sidra "Ladrón de Manzanas" (50%).
- b) Explica brevemente en qué consisten las estrategias de comunicación *push* y *pull*. Pon un ejemplo, real o inventado, de cada una de ellas para Ladrón de Manzanas (50%).

PRIMERA PREGUNTA

a) Tomando como ejemplo el nuevo producto Ladrón de Manzanas, explica para el mismo cuáles son las tres dimensiones de producto (1/3).

- Producto real: Es lo que el cliente recibe literalmente/realmente. Todo aquello lo que el cliente espera recibir del ofertante. Cada cliente tiene su perspectiva, es subjetiva.
- Producto aumentado: Es todo aquel conjunto de servicio que se le añade al producto que influyen, con objetivo positivo, al cliente. Cosas que sorprenden agradablemente a un cliente. Son como servicios adicionales (hay que pagarlas) si quieres los consumes o no. Todo aquello que sorprenda al cliente, será producto aumentado. Aunque este análisis es subjetivo porque lo que a uno le sorprende puede no sorprenderle a otro.
- Beneficio central: ¿Qué deseo o necesidad cubre el producto? Un producto es todo aquello que ofrece en el mercado para satisfacer un deseo o necesidad. La base de un producto es su beneficio central, aunque el producto aumentado crea una combinación de satisfacción aumentada.

b) Ladrón de Manzanas se encuentra en la fase de introducción del ciclo de vida del producto. ¿Cuáles son los objetivos de marketing que debería perseguir Heineken para esta fase y cómo podría alcanzarlos? (1/3)

Fase de Introducción.:

Objetivos de marketing:

- Difusión: Crear conciencia sobre el producto. Dar a conocer su existencia, sus características y sus ventajas.
- Adopción: Estimular la prueba, supone la aceptación y la primera compra, que el consumidor pruebe el producto.

c) Comenta brevemente las estrategias de cada uno de los elementos del marketing mix que la empresa debería seguir para Ladrón de Manzanas en fase de introducción (1/3).

Fase de Introducción.:

Estrategias de marketing

- Producto. Ofrecer un producto básico
- Precio: Altos, para recuperar los costes.
- Distribución: Normalmente es selectiva. No son muchos.
- Publicidad: Normalmente es intensiva para estimular a los adoptadores iniciales y a los distribuidores.

angulas

a) Usando la cartera de productos de Angulas Aguinaga, explica las cuatro modalidades de desarrollo de la marca. Si Angulas Aguinaga tiene en su cartera un ejemplo de esa modalidad, indícalo y explícalo razonadamente. Y si no lo tiene, proponlo de manera justificada. (2/3)

- **Desarrollo de marca.**

- Extensión de línea: Nombre de marca ya existentes se extienden a nuevas formas, tamaños y sabores de categorías de producto existentes.
- Extensión de marca: Nombres de marca ya existentes se extienden a nuevas categorías de producto.
- Multimarcas: Nuevos nombres de marca se introducen en la misma categoría de producto.
- Nuevas marcas: Nuevos nombres de marca en nuevas categorías de producto.

b) Razona por qué Angulas Aguinaga ha desarrollado (o no) cada una de esas cuatro estrategias del apartado anterior (1/3)

SEGUNDA PREGUNTA

a) Indica y explica brevemente cada uno de los tres métodos de fijación de precios que podría usar Heineken España para fijar el precio de su producto Ladrón de Manzanas (70%).

3 **COSTES:** cost based pricing

depende lo q te cuesta producir un producto, luego le añades un valor $\Rightarrow$ margen

sencillos y objetivos/precio=coste+margen/ignoro competencia y valor del consumidor./punto muerto(umbr rentab)=volumen de ventas para tener bº 0.

2 **COMPETIDORES:** Analizas el precio q tienen los competidores directos y en base a ese precio se establece el tuyo $\Rightarrow$ o $\downarrow$

Se trata de imitar las políticas de precios de un competidor.

- La referencia es la actuación de la competencia: going-rate pricing
- Se decide que el precio sea sistemáticamente similar, inferior o superior al de la competencia. Están las empresas líderes del sector... No es lo mismo que baje el precio la Universidad de Deusto o la UPV.
-

Decisión de marketing: "Vender cola cao 10 céntimos más que la misma cantidad de Nesquik"

- En general se coloca un precio similar al establecido en el sector que haya (des)ventajas en calidad, distribución, servicios complementarios...
- Licitación o puja: Algo que tienen que hacer las empresas públicas cuando tienen que hacer compras de gran volumen e importe, donde se analizan esas ofertas con sus condiciones. > Lo más importante es que los competidores de la oferta pueden compararse. Si esto funciona, no hay corrupción.

1 **customer value based pricing** **VALOR PARA EL CONSUMIDOR:** precio q están dispuestos a pagar los consumidores x el producto

precio=valor max que el consumidor vea en el producto, es decir, lo que esta dispuesto a pagar (esta dispuesto a pagar 40€ por cami de nike). usar el valor intangible para poner precios

- b) Si comparamos los tres métodos de fijación de precios del apartado anterior, ¿qué diferencias observas entre ellos? (30%).

angulas

- a) De las cinco estrategias de fijación de precios para su cartera de productos, ¿cuál crees que utiliza Angulas Aguinaga para su marca *La Gula del Norte*? Justifica tu respuesta. (30%)

1. Fijación de precios por la línea de productos:

2. Fijación de precios por productos opcionales:

Es una fijación del precio de productos opcionales o accesorios que se venden con el producto principal. El producto principal cumple su función sin este producto opcional, si quieres comprar el producto opcional o no. Incitación a la personalización a tu gusto del producto que tú quieres, así añadiendo más valor por más valor.

3. Fijación de precios por producto cautivo:

Es una fijación del precio de los productos que se tienen que usar con el producto principal (caso de los servicios). Todo lo contrario, a los productos opcionales. Se utiliza cuando existen dos productos, el principal y el complementario, sin el cual no se puede utilizar el principal. Consiste en fijar un precio más alto al producto complementario y uno más bajo al precio. El principal no funciona sin el complementario (producto cautivo). ejemplo:cafeteras

4. Fijación de precios por subproducto:

Fijación de precios de los subproductos de escaso valor para deshacerse de ellos. Sub de algo inferior, es decir: vender residuos. Es un producto secundario que se genera tras la elaboración del producto principal, también se le llama subproducto al residuo de un proceso al que se le puede sacar una segunda utilidad. Surge al fabricar un producto principal. OJO, no siempre son rentables. Los defectuosos también pueden serlos.

5. Fijación de precios por paquetes de productos:

Es una fijación de precio de conjuntos de productos que se venden como una unidad. Un paquete de productos es sinónimo de lote de productos distintos que se venden a un precio inferior a la suma de los precios de la suma de los componentes de esos lotes.Ejemplo: Paquete premium BMW

- b) Explica otras dos estrategias de fijación de precios para la cartera de productos, y cómo crees que podrían ser aplicadas por *La Gula del Norte*. (40%)

c) Basándote en el ejemplo de las gulas frescas sin gluten reducidas en sal, ¿qué estrategia de fijación de precio para nuevos productos utilizó La Gula del Norte? Justifica tu respuesta. (30%)

Market-SkimmingPricing. (DESCREMACIÓN): Poner intencionadamente un alto precio para un nuevo producto para dirigir el producto a aquel que puede permitírselo. Se busca poca gente que esté dispuesta a pagar mucho. No se sabe si se bajará el precio o no, igual no es necesario.

Market-PenetrationPricing. (PENETRACIÓN): Es poner un precio bajo de un nuevo producto con el propósito de atraer a una gran cantidad de compradores y aumentar cuota de mercado. Se busca mucha gente que esté dispuesta a pagar poco.



TERCERA PREGUNTA

a) Explica los tipos de sistemas verticales de marketing que pueden ocurrir en el canal de distribución del grupo Heineken (50%).

SISTEMA VERTICAL DE MARKETING:

SVM corporativo: Por ejemplo, ZARA, solo vende sus prendas en sus tiendas ZARA (intermediario). NO franquicia. Controlas el canal porque es tu propiedad. Dueño del mismo. Longitud 1.

SVM contractual: que haga un contrato con algún distribuidor que le obliga a cumplir con las condiciones con el fabricante.

ADMINISTRADO tiene

SVM : Puede tener tanto poder como para imponer condiciones. Uno de los miembros del canal de distribución lidera el canal por su tamaño o por poder.

Ejemplo: Detallista (AMAZON) se que tus ventas por Amazon son el 70%, si no me bajas el precio no te vendo. Le impone, Amazon, de abajo hacia arriba. Casa Tarradillas, fabricante, tuvo que ceder para fabricar para Mercadona (hacia arriba)

SISTEMA HORIZONTAL DE MARKETING:

Cooperación, pero, entre eslabones del mismo nivel. Es decir, dos detallistas, dos mayoristas o dos fabricantes que unen sus fuerzas para salir los dos beneficiados. Los eslabones pueden ser competidores o no. Comparten el mismo segmento. Ejemplo: un bar con la maquina Reta, Repsol con Carrefour...

SISTEMAS DE DISTRIBUCIÓN MULTICANAL:

Una empresa que usa dos o más canales de distribución.

-Omnicanalidad: compro zapas adidas por internet y las puedo cambiar en apalategui

-Desintermediación = Acortar los canales de distribución. Lo mas normal es que los fabricantes se carguen a los intermediarios (mayoristas, minoristas..), vendo por internet al consumidor final.

b) Por un ejemplo de cada uno de los tipos de sistemas verticales de marketing que se dan (o se podrían dar) en el caso del grupo Heineken (50%).

a) Razona y explica en qué caso se puede dar un sistema vertical de marketing administrado (50%).

b) Recorre tres de los cuatro criterios de clasificación de minoristas y dinos, poniendo ejemplos concretos y de acuerdo a dichos criterios elegidos, en qué tipo de minoristas se vende y en cuáles no se vende Angulas Aguinaga (50%).

- POR NIVEL DE SERVICIO QUE OFRECEN:

- Autoservicio. Localizar-comprar-seleccionar, que lo hace el cliente. Como el Eroski con máquinas de autoservicio.
- Servicio limitado. Mayores costes implicarán precios superiores, personal del establecimiento.
- Servicio exhaustivo. Normalmente, para bienes de especialidad, productos mucho más exclusivos, de lujo.

-POR VARIEDAD Y AMPLITUD DE SUS LINEAS DE PRODUCTOS:

- Tiendas de especialidad. Cuando un establecimiento vende una o pocas variedades de productos: líneas de producto. Pocas líneas y poca variedad. Tiendas pequeñas. *Librería solo libros, gasolinera solo gasolina.*
- Grandes almacenes. Un conjunto de tiendas de especialidad en un mismo establecimiento. Vende muchas líneas de producto y, además, con mucha amplitud dentro de cada línea. Ejemplo: El Corte Inglés
- Supermercados. Venden productos de alimentación, droguería y limpieza.
- Tienda de conveniencia. Son aquellas tiendas que tienen "un poquito de todo" Horario amplio, una gasolinera. De poca amplitud, pero grande línea de producto.
- Grandes superficies
 - Hipermercados. A diferencia de supermercados, venden más líneas de productos y además más amplitud, por ejemplo, Electrodomésticos. Hay más variedad.
 - CategoryKillers/(ToysRUs, MediaMarkt, Leroy Merlin): Una categoría que se come a otra. Pocas líneas, pero mucha variedad.
- **POR NIVEL DE PRECIOS QUE COBRAN:**
- Tiendas de descuento. (Harddiscount) Lidl, Mercadona... Aquellos establecimientos que se caracterizan por vender productos por menos de la media que vende el sector.
- Minoristas de precio bajo.
 - Independiente
 - Clubes de mayoristas. Spar: Precios bajos, es un mayorista europeo, son mayoristas que patrocinan a minoristas.
 - Tiendas de Factory (outlets): Tiendas con productos desfasados. Género con efectos menores o fuera de temporada.
- Tiendas de precio alto. El corte inglés, supercor, una tienda de Nespresso... minoristas de precios altos.

-POR COMO SE ORGANIZAN:

- Propiedad independiente. Un único establecimiento, propiedad de una persona.
- Cadenas corporativas. Si es más de un establecimiento y todos son propiedad de una determinada persona. Propiedad.
- Cadenas voluntarias. Por ejemplo, Spar. Cada detallista es independiente, aunque se agrupa bajo la imagen de una marca, cada establecimiento es propiedad de una persona, pero venden marca, NO es franquicia.
- Cooperativas minoristas. Eroski, los trabajadores también son propietarios del establecimiento, quien trabaja también posee Capital.
- Franquicias. Un franquiciador que te vende y te licencia el nombre y modelo de negocio.
- Conglomerados de comercialización (de organización). Son empresas que poseen varias marcas. Por ejemplo, UVESCO, posee BM y Super Amara. Estas dos son dos marcas del grupo UVESCO, y esta sigue una estrategia multimarca.

CUARTA PREGUNTA

- a) Explica qué elementos de comunicación voluntaria y qué elementos de comunicación involuntaria puede haber tenido en cuenta el grupo Heineken en su lanzamiento de la sidra "Ladrón de Manzanas" (50%).

LA INVOLUNTARIA:

Aunque tu no quieras y no se puede controlar (los empleados también, la iluminación por ejemplo).

LA VOLUNTARIA:

Es la que se planifica, la que se ha visto antes.

NIVEL I:	PRODUCTO VENEDORES COLABORADORES INSTALACIONES	Comunicación involuntaria
NIVEL II:	PUBLICIDAD PROMOCIÓN DE VENTAS RELACIONES PÚBLICAS MARKETING DIRECTO VENTA PERSONAL	Comunicación voluntaria

- b) Explica brevemente en qué consisten las estrategias de comunicación *push* y *pull*. Pon un ejemplo, real o inventado, de cada una de ellas para Ladrón de Manzanas (50%).

PUSH(empujar):

El fabricante le hace una promoción al mayorista, este al minorista y este al consumidor.
Ejemplo: Promoción por descuento por volumen.

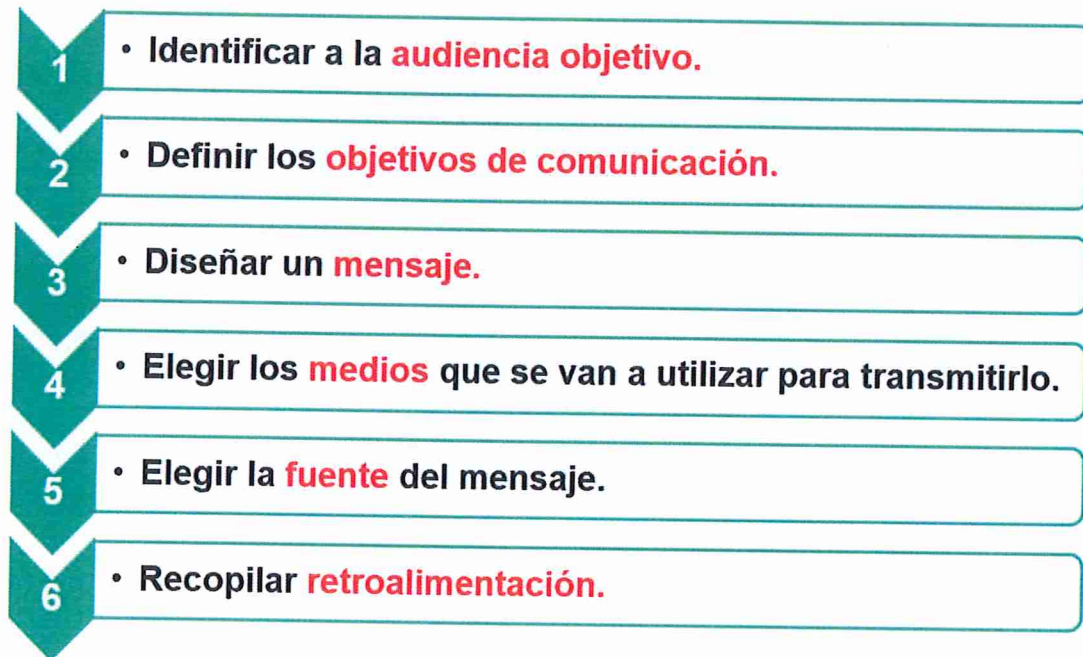
PULL(tirar):

Voy a dirigirme directamente al consumidor final. (ej: Cola Cao te regala altavoz, Coca Cola con latas con tu nombre)

angula

a)A continuación, te presentamos una campaña de comunicación realizada por Angulas Aguinaga. Te pedimos que aplicándolo a este ejemplo expliques y comentas las fases para realizar una campaña de comunicación eficaz.

ETAPAS DEL PROCESO



Marketing Management – Case exam

Ordinary call

3rd June 2021

TEST INSTRUCTIONS

- **Duration:** One hour (60 minutes)
- Read the case and questions carefully.
- **Your answers should fit in a single booklet.** It should be written with pen, not pencil.
- No didactic material, technological materials or devices are allowed (book, notes, phone, calendar, computer, PDA ...)
- Any attempt to cheat will result in the student being disqualified from the test and an overall mark of 0.

GOOD LUCK!

CASE: *Angulas Aguinaga*

QUESTION 1 (2,5 points)

Angulas Aguinaga is a Basque company that offers “modern seafood products with the best quality standards”. The company has three big brands:

- **La Gula del Norte:** it was the company’s first brand. Under this brand, the company offers its most classic and well-known product, the *gulas*, a surimi (fish-paste) based imitation of *angulas*.
- **Krissia:** this brand was created later, and under this brand, other derivatives from surimi (with crab flavour) are offered.
- **Aguinamar:** it is the brand most recently introduced to the market.

Angulas Aguinaga's product portfolio (brands and products are listed in order of introduction to the market)		
Brand	Product category	Products
La Gula del Norte	Gulas	La Gula del Norte <i>natural</i> La Gula del Norte <i>al ajillo</i> (with garlic) La Gula del Norte <i>con gambas al ajillo</i> (with schrimp and garlic) La Gula del Norte <i>with truffle</i> La Gula del Norte <i>natural, without gluten and reduced in salt</i>

Krissia	Other derivatives from surimi	Krissia bars Krissia bars 0% fat Grated Krissia (<i>rallado</i>) Krissia in Fish Tails (<i>Colas de Pescado</i>)
Aguinamar	<i>Pintxos</i>	<i>Pintxo a la donostiarra</i> Aguinamar Seafood <i>pintxo</i> Aguinamar
	Natural seafood products	Octopus (Aguinamar chopped octopus leg) Prawns (Aguinamar Boiled prawns) Squid (<i>calamar</i>) (<i>Aros a la romana</i> Aguinamar).
	Ready-to-eat fish dishes	Aguinamar cod (<i>bacalao</i>) with <i>gulas</i> and peppers Aguinamar hake (<i>merluza</i>) in <i>salsa verde</i> with rice and vegetables Aguinamar hake with garlic (<i>al ajillo</i>) with ham and peas

- del term-
de desarrollo de la marca
- 4 posibles situaciones q se plantean en la
- a) Looking at Angulas Aguinaga's product portfolio, explain the four strategies for brand development. If Angulas Aguinaga has one or more examples of those strategies in its portfolio, indicate it, and explain why they are an example of that particular brand development strategy. For those brand development strategies you cannot find in Angulas Aguinaga's portfolio, propose an example and justify it. (2/3)
- b) Argue why you think that Angulas Aguinaga has developed (or not) each of the four brand development strategies you have identified in the previous question. (1/3)

QUESTION 2 (2,5 points)

Focusing now on the brand *La Gula del Norte*, its prices vary among its different product formats, including its most recently launched product: *La Gula del Norte natural*, without gluten and reduced in salt.

Product	Format	Price/kg
Gula del norte <i>natural</i> (fresh)	2 packages of 110 g	25,23 €
Gula del norte <i>natural</i> (fresh)	400 g package	22,48 €
Gula del norte <i>natural</i> (frozen)	430 g package	20,23 €
Gula del norte <i>con gambas al ajillo</i>	135 g bag	26,23 €
Gula del norte with truffle	135 g bag	27,33 €
La Gula del Norte <i>natural</i> , without gluten and reduced in salt	2 packages of 105 g	28,52 €

- a) Out of the five product mix pricing strategies, which one do you think is used by Angulas Aguinaga for its brand *La Gula del Norte*? Justify your answer. (30%)
- b) Explain two other product product mix pricing strategies, and how they could be applied for *La Gula del Norte*. (40%)
- c) Based on the example of **La Gula del Norte *natural*, without gluten and reduced in salt**, which new product pricing strategy did Angulas Aguinaga follow? (30%)

QUESTION 3 (2,5 points)

For the case of Angulas Aguinaga:

- a) Argue and explain how and administered vertical marketing system could occur in this case. (50%)
- b) Choose **three** out of the four criteria for the classification of retailers. Indicate what categories are found based on each of the three chosen criteria, give an example of each of then, and specify in which Angulas Aguinaga would be sold, and in which not. (50%).

QUESTION 4 (2,5 points)

Next, we introduce a communication campaign by Angulas Aguinaga. Explain and comment on each of the stages of an effective communication campaign applied to this example.

When summer arrives, the consumption of salads increases. Salad is the most consumed dish in Spain, and the dish in which 70% of Krissia bars are consumed. For this reason, Krissia has developed a new campaign with the following goal: that consumers associate Krissia bars with salads, and that they prefer them to those of the competition.



Image of the product and model Martina Klein in the campaign

“Martina Klein represents the Krissia values perfectly: healthy lifestyle, wellbeing, balance and joy. Therefore she has been chosen to be the protagonist of this campaign, with which we want to convey that it is possible to enjoy food and take care of oneself, if we incorporate to our salads healthy and light ingredients, such as our bars” says the marketing manager of Angulas Aguinaga.

The campaign will be present in television and social media, offering, through Martina Klein, healthy tips, recipes or exercise routines to the brand community in different videos and dynamics. For the creation of the campaign, the company has relied on the creative agency Publicis, whose team has developed the creative idea. The television campaign will have the usual versions of 10 and 20 seconds, as well as program sponsorships. Besides TV, Krissia will develop a campaign in social media, in which Klein will also be the protagonist.

The budget of the campaign will be 5% of last year's Krissia's sales. The results have been that Krissia's target market's association of the Krissia bars with salads has increased from 65% to 75%, and that 10% of households (from 8%) prefer the brand to the competition.

Resumen caso Marketing.

UNIT 1: PRODUCT

- Product portfolio analysis

1. Individual product decisions:

1.1. Product attributes: benefits of the product must be communicated by:

- **Quality:** Characteristics that satisfy customer needs
Total quality management: all the company is involved in improving the quality.
- **Product features:** Characteristics, details, functions...
- **Style and design:**
Style: appearance of the product
Design: how it looks + its usefulness (add performance value)

1.2. Branding: Identifies the products, differentiates them from competitors'.
(Logo, brand name, slogan...)

1.3. Packaging: designing container or wrapper of a product (el envoltorio vaya)
two important aspects: environment, customer safety

1.4. Labeling and logos: etiquetas (from simple tags to complex graphics)
Identify and promote the product, describe when and where it was made

1.5. Product support services: after-sale service, delivery, warranty... etc

2. Product line decisions

Product line: group of related products (similar function, characteristics, similar customers... etc). Decisions:

1. Length: number of items in the line. Decide whether to shorten or lengthen the line.

- **Stretching:** new products, different segment
downward: high segment → lower segment
upward: low segment → high segment

• **Product filling:** new products, same segment
risk of cannibalization: que un producto nuevo haga que las ventas de otro bajen

3. Product portfolio decisions

Product mix or portfolio: consists of all the product lines and items that a particular seller offers for sale. Decisions: increase / decrease the following:

- **WIDTH:** nº different product lines
- **LENGTH:** nº items in product line
- **DEPTH:** nº of versions of each item
- **CONSISTENCY:** how closely related the lines are

• Example of a 2-level channel for Kaiku milk: *límite canal de longitud 2 para la leche de Kaiku*.
Kaiku milk manufacturer → supermarket

• Example of a 3-level channel for...
Kaiku milk manufacturer → wholesaler → grocery store

- Brand strategy

1. BRAND POSITIONING: position brands in customers' minds

- Attributes: physical
- Benefits
- Beliefs and values

2. BRAND NAME SELECTION

Easy to pronounce, suggest benefits, distinctive, translatable for the global economy... etc
Danger of generic ide (metonymy): rimmel, kleenex... (le llamamos así al producto)

3. BRAND SPONSORSHIP

- 3.1. Manufacturer's brand: sold under the name of the company that produces
- 3.2. Store brand: under the name of the reseller
- 3.3. Licensing: sell to another brand the right to use name or symbol
- 3.4. Co-branding: two or more brands used on the same product



4. BRAND DEVELOPMENT

Decisión de desarrollo de la marca (product portfolio)

- **Line extension:** existing brand, existing products → new features
- **Brand extension:** existing brand, new products in new category
- **Multibrands:** different brands, given product
- **New brand:** new product → new name

- + Adding more products with low cost and low risk
- + Increasing the brand space in points of sale
- Solution to overstock
- Cannibalization
- Insufficient sales
- Confusion

- + Market segmentation
- Reduced risk of harming one's original brand

- Not so many economies of scale
- Effort to be made from scratch each time

- + Possibility to create a new identity
- Little market share
- Dispersed efforts

- + Increasing market share
- + Effectiveness of marketing plans
- Lower communication expenses
- Inappropriate links between products
- Identity/positioning lost
- Authenticity, values of the brand lost

- New product development

Original products, product improvements... etc developed from the firm's own research and development. (8 STAGES)

1. **Idea generation:** buscar muchas ideas
2. **Idea screening:** quedarte con buenas ideas / descartar malas
3. **Concept development and testing:** probar la idea (concepto) con algunos clientes
4. **Marketing strategy development**
5. **Business analysis:** revisar costes, ventas, presupuesto... saber si se ajustan a los objetivos
6. **Product development:** Pasar de concepto a producto físico
7. **Test marketing:** llevar el producto y estrategia de marketing a mercado real (de prueba)
8. **Commercialisation:** sacar el producto definitivamente

- Product life-cycle strategy:

PRODUCT LIFE CYCLE MODEL

- **Introduction:** innovators (low sales, high costs, - profit...) strategies: offer basic product, heavy promotion, cost-plus price
- **Growth:** early adopters (sales start to grow, profits increase, new competitors...)

Strategies: product extensions (warranty, service), pricing strategies, build engagement, reduce promotion to take advantage of heavy demand

- **Maturity:** mainstream adopters (highest level sales, lowest level costs, profits ++, many competitors)

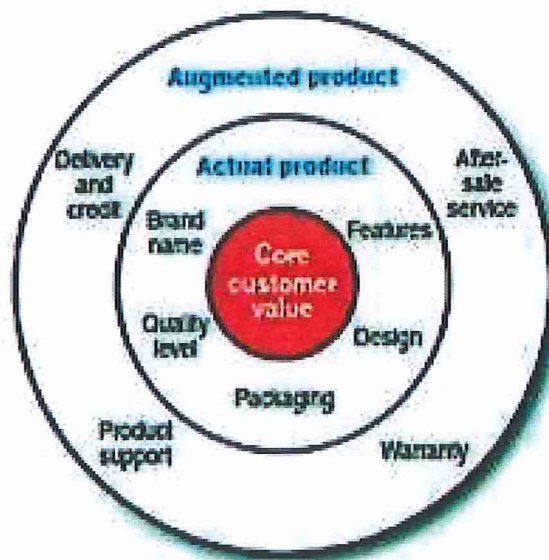
strategies: revitalization strategies: modify market (new segments, new users), modify products (quality, style etc); increase promotion

- **Decline:** lagging adopters (sales decline, profits decline, competitors decline)

Strategies: maintain product / harvest (eliminar costes pero vender los que quedan) / drop

10) • -3 levels of product: (PREGUNTA EXAMEN, Ladrón de Manzanas)

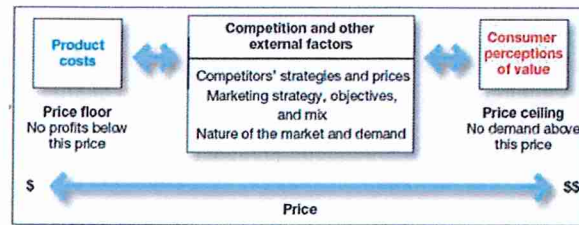
- **Core Benefit:** The core benefit is the fundamental need that the customer is satisfied when they buy the product.
- **Actual Product:** The actual product is the product features, design, quality level, packaging and brand name.
- **Augmented Product:** The augmented product is any non-physical part of the product. For example, delivery and credit, after sale service, product support and warranty.



UNIT 2: PRICE

- Select and discuss an internal and an external factor that influence price setting in the company

Major pricing factors: considerations in setting price



- Price floor: costs (objective). Prohibition of dumping
- Price ceiling: value perceived by the customer (subjective)

Internal factors influencing price setting:

1. Marketing objectives of the company

Market positioning influences pricing strategy.

• Pricing objectives:

- Survival
- Current profit maximization
- Market share leadership
- Product quality leadership

• Depends on positioning, brand, market share, product life cycle of the product...

2. Marketing mix strategy

Pricing carefully coordinated with the other marketing mix elements.

Combining with the other P's, pricing can help achieving company objectives:

- Attract new customers
- Retain existing ones
- Retailers loyalty
- One product to help the others sales.

In some other cases, brands choose a position not focused on price: it means to differentiate the offer to make it worth a higher price

3. Cost structure

Types of costs:

- Variable
- Fixed
- Total costs

How costs vary at different production levels will influence price setting.

Experience (learning) curve effects on price.

Target costing starts with an ideal selling price based on consumer value considerations and then targets costs that will ensure that the price is met.

4. Other organizational considerations

Who sets the price?

- Small companies: CEO or top management
- Large companies: Divisional or product line managers

Price negotiation is common in industrial settings

Some industries have pricing departments (hotels, airlines)

External factors influencing price setting:

1. Nature of the market and demand

Pure competition: many buyers and sellers trading in a uniform commodity. No single buyer or seller has much effect on the going market price. Sellers in these markets do not spend much time on marketing strategy.

Monopolistic competition: many buyers and sellers who trade over a range of prices because sellers can differentiate their offers to buyers.

Oligopolistic competition: only a few large sellers (e.g., phone companies). Each seller is alert and responsive to competitors' pricing strategies and marketing moves.

Pure monopoly: dominated by one seller. The seller may be a government monopoly (postal service), a private regulated monopoly (railways), or a private unregulated monopoly (De Beers and diamonds). Pricing is handled differently in each case.

Before setting prices, the marketer must understand the relationship between price and demand for its products.

The demand curve shows the number of units the market will buy in a given period at different prices.

Demand and price are inversely related.

Higher price = lower demand (with the exception of luxury goods).

Price elasticity of demand: price elasticity is a measure of the sensitivity of demand to changes in price.

- Inelastic demand is when demand hardly changes with a small change in price.
- Elastic demand is when demand changes greatly with a small change in price.

2. Competitors

Consider competitors' costs, prices, and possible reactions when developing a pricing strategy.

Pricing strategy influences the nature of competition

- Low price low margin strategies inhibit competition
- High price high margin strategies attract competition

Benchmarking costs against the competition is recommended

3. Other environmental factors

Economic conditions:

- Affect production costs
- Affect buyer perceptions of price and value

Government may restrict or limit pricing options

Reseller reactions to prices must be considered

Social considerations may be taken into account

estrategias de fijación de precios para nuevos productos

- Illustrate the **new product price setting** strategies with an example of your company (if not available, you may use an example from a competitor). **(PREGUNTA EXAMEN c) ANGULAS AGUINAGA)**

Market-skimming pricing strategy sets high initial prices to "skim" revenue layers from the market.

- Product quality and image must support the price.
- Buyers must want the product at the price.
- Cost of producing a small volume cannot be so high that it cancels the advantage of charging more.
- Competitors shouldn't be able to enter the market easily and undercut the high price.

Market-penetration pricing involves setting a low price for a new product in order to attract a large number of buyers and a large market share.

- Market must be price sensitive so that a low price results in growth.
- Production and distribution costs must decrease as the volume increases, since you have to maintain the strategy for a while.
- Quick progress over the experience curve experience.
- Keep competitors away (they shouldn't be able to offer a lower price at least easily).

- Explain two out of the five **product portfolio price setting strategies** (product mix pricing strategies) with examples from your company (you might also use examples from a competitor). **(PREGUNTA EXAMEN a) y b) ANGULAS AGUINAGA)** *estrategias de fijación de precios para su cartera de productos*



Product mix pricing strategies:

1. **Product line pricing:** setting prices across an entire product line. Takes into account the cost differences between products in the line, customer evaluations of their features, and competitors' prices
2. **Optional product pricing:** pricing optional or accessory products sold with the main product. Takes into account optional or accessory products along with the main product.
3. **Captive product pricing:** pricing products that must be used with the main product. Sets prices of products that must be used along with the main product. Two-part pricing in services. (cuchillas en plan la cuchilla entera y el recambio)
4. **By-product pricing:** pricing low-value-by-products to get rid of them. Sets a price for by-products in order to make the main product's price more competitive.

diferentes precios para productos dentro de una misma línea

ofrecer productos o caracteres adicionales junto con el producto principal, con costo adicional

producto principal a un precio bajo, precios altos para productos necesarios para mantener ese producto principal

una empresa genera subproductos como resultado de su producción principal y los vende para ingresos adicionales

ofrecer varios productos
juntos como un paquete
a un precio total más bajo
y si los compra x separado

Precios de paquetes de productos.

5. **Product bundle pricing:** Pricing bundles of products sold together. Combines several products at a reduced price. (por ejemplo un menú del mac.)

- Explain three out of the seven **price adjustment strategies** with examples from your company (you might also use examples from a competitor).

Price adjustment strategies:

1. **Discount and allowance pricing:** reduces prices to reward customer responses such as making volume purchases, paying early, or promoting the product.

*Resumen: lo mismo que la definición

2. **Segmented pricing:** involves selling a product or service at two or more prices, where the difference in prices is not based on differences in costs.

- By consumer segment
- By product type
- By location
- By time period

The difference must be legal.

We must offer remarkable differences

*Resumen: Adjusting prices to allow for differences in customers, products, or locations

3. **Psychological pricing:** considers the psychology of prices and not simply the economics; the price is used to say something about the product. Reference prices are prices that buyers carry in their minds and refer to when they look at a given product.

*Resumen: Adjusting prices for psychological effect

4. **Promotional pricing:** characterized by temporarily pricing products below the list price, and sometimes even below cost, to increase short-run sales.

Examples include:

- special-event pricing
- limited-time offers
- cash rebates
- low-interest financing,
- extended warranties,
- or free maintenance

It can have adverse effects:

- All out bargain war
- Pricing confusion
- "Deal prone" customers

*Resumen: Temporarily reducing prices to spur short-run sales

5. **Geographical pricing:** used for customers in different parts of the country or the world.

- **FOB-origin pricing:** goods are placed free on board a carrier; the customer pays the freight from the factory to the destination
- **Uniform-delivered pricing:** the company charges the same price plus freight to all customers, regardless of their location.
- **Zone pricing:** the company sets up two or more zones where customers within a given zone pay the same price.
- **Basing-point pricing:** a seller selects a given city as a "basing point" and charges all customers the freight cost from that city to the customer.
- **Freight-absorption pricing:** the seller absorbs all or part of the freight charges in order to get the desired business.

*Resumen: Adjusting prices to account for the geographic location of customers

6. **Dynamic pricing:** involves adjusting prices continually to meet the characteristics and needs of individual customers and situations.

- Dynamic online pricing benefits both sellers and buyers. Traditionally used by hotels, airlines...
- Consumers armed with instant access to product and price comparisons can often negotiate better in-store prices: risk of "showrooming" for physical stores. Omnichannel (unit 3) and price checks.

*Resumen: Adjusting prices continually to meet the characteristics and needs of individual customers and situations

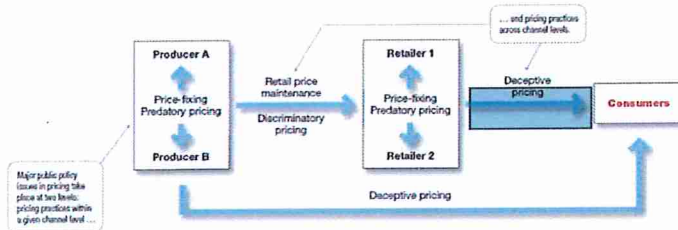
7. **International pricing:** involves adjusting prices continually to meet the characteristics and needs of individual customers and situations.

- International prices: Travelers are often surprised to find that product price tags vary greatly from country to country. For example, thanks to Chinese import tariffs and consumption taxes, Western luxury goods bought in mainland China carry prices as much as 50 percent higher than in Europe.

*Resumen: Adjusting prices for international markets

- Present and discuss any possible legal breaches or illegalities in price setting in the industry of your company.

Illegal pricing:



1. Pricing within channel levels:

- **Price fixing** legislation requires sellers to set prices without talking to competitors.
- **Predatory pricing** legislation prohibits selling below cost with the intention of punishing a competitor or gaining higher long-term profits by putting competitors out of business.

2. Pricing across channel levels:

- **No discrimination in the pricing across channel:** the seller must offer the same price terms to customers at a given level of trade.

Price discrimination is allowed if the seller:

- can prove that costs differ when selling to different retailers
- manufactures different qualities of the same product for different retailers

Manufacturers may suggest prices to retailers, but the retailer decides on the sale price.

3. Deceptive pricing: occurs when a seller states prices or price savings that mislead consumers or are not actually available to consumers.

- Bogus reference or comparison prices
- Scanner fraud and price confusion

3 métodos de fijación de precios

- Indicate and explain briefly each of the three pricing methods that Heineken Spain could use to set the price for its product Ladrón de Manzanas. If we compare the three pricing methods discussed in the previous question, what are the main differences that you observed among them? **(PREGUNTAS EXAMEN LADRÓN DE MANZANAS)**

Major pricing methods:

1. Customer value based pricing

- **Price** = the maximum price that a consumer is willing to pay.
- **Good value $\neq$ reduced price**
- **Value propositions:** relationship between the value offered and the price
 - Good value pricing
 - Added value pricing

Good value pricing is offering just the right combination of **quality and good service at a fair price.**

- **Everyday low pricing (EDLP)** involves charging a constant everyday low price with few or no temporary price discounts. (Lidl)
- **High-low pricing** involves charging higher prices on an everyday basis but running frequent promotions to lower prices temporarily on selected items. (Bm)

Value added pricing attaches value added features and services to differentiate the companies offers and thus their higher.

For example, even as frugal consumer spending habits linger, some movie theater chains are adding amenities and charging more rather than cutting services to maintain lower admission prices.

2. **Cost based pricing:** sets prices based on the costs for producing, distributing, and selling the product plus a fair rate of return for effort and risk.

Whereas customer-value perceptions set the price ceiling, costs set the floor for the price that the company can charge.

$\text{Cost} + \text{Return (Margin)} = \text{Price}$ → **It doesn't have to be always minimizing the costs.**

Types of costs:

- **Fixed costs** are the costs that do not vary with production or sales level.
 - Rent
 - Heat
 - Interest
 - Executive salaries
- **Variable costs** vary directly with the level of production.
 - Raw materials
 - Packaging

Total costs are the sum of the fixed and variable costs for any given level of production.

To manage costs wisely, you need to know how they vary under different levels of production, and take advantage of the experience curve.

3. **Competition based pricing:** setting prices based on competitors' strategies, costs, prices, and market offerings.

Need to know about:

- 1) **How is the company's market offering compares to others:**

Greater value = higher price

Less value = lower price or change perception.

- 2) **Strength of competitors and their pricing strategies**

UNIT 3: PLACE

Types of vertical marketing systems (en un examen por ejemplo preguntaba por administered)

VERTICAL MARKETING SYSTEMS: producers/wholesalers/retailers as a unified system.

a) Corporate marketing systems: Combine successive stages of production and distribution under single ownership.

b) Contractual marketing systems: Independent firms at different levels of production and distribution who join together through contracts.

Aim: achieve more sales efficiency together than alone

c) Administered marketing systems: Stages of production and distribution through the size and power of one of the parties. Activities of companies involved in the production and distribution channel are affected by the size and power of one of them

HORIZONTAL: two or more companies at one level join together to follow a new marketing opportunity.

4 criteria for the classification of retailers (***) ES CHUNGO

1 supermarket

1. BY LEVEL OF SERVICE

- **Self service retailers:** customers who are willing to perform their own locate-compare-select process to save money. (los clientes compran y ya, el retailer no tiene implicación, solo vende)
- **Limited service retailers:** more assistance because customers need information about their goods. (más involucrados)
- **Full-service / exhaustive service retailers:** assist customers in every phase of the shopping process → more costs, higher prices. (totalmente involucrados)

2. BY BREADTH AND DEPTH OF PRODUCT LINES

- **Speciality stores:** narrow product lines, deep assortments within the lines (lines estrechas pero mucha profundidad dentro)
- **Department stores:** wide variety of lines. Key factor: service
- **Convenience stores:** Fast-selling limited convenience product line. (everyday items)
 - Supermarkets
 - Large stores

3. BY PRICE LEVELS

- **Discount store:** low prices, higher volume
- **Low price / off-price retailers:** less than-regular wholesale prices (outlets etc)

4. BY ORGANISATIONAL APPROACH

- **Corporate chains:** two or more outlets that are commonly owned and controlled.
- **Voluntary chains:** wholesale-sponsored groups of independent retailers that engage in group buying and common merchandising.

- **Retailer cooperatives:** independent retailers that create a central purchasing organization and make joint promotional efforts.
- **Franchise organizations:** contractual associations between a manufacturer, wholesaler, or service organization (a franchisor) independent business people (franchisees) who buy the right to own and operate one or more units in the franchise system.

Por un ejemplo de un posible conflicto vertical y otro de un posible conflicto horizontal es el canal de distribución de la leche de Urdun.

VERTICAL/HORIZONTAL CONFLICT

• **Vertical conflict:** between two different types of members in a channel (a manufacturer, an agent, a wholesaler, or a retailer.) Ejemplo: if the (toy) manufacturer discovers its products are arriving at retail stores later than scheduled, a conflict might develop between the manufacturer and the wholesaler responsible for shipping to retailers.

• **Horizontal conflict:** between organizations of the same type (two manufacturers that each want a powerful wholesaler to carry only its products.) Ejemplo: una tienda que vende muebles compra sillas de madera a A y sillas de oficina con ruedas a B. Si B vende sillas de madera a la empresa, hay conflicto horizontal.

DIRECT/INDIRECT DISTRIBUTION CHANNELS

- **Direct:** no intermediaries producer → consumer
- **Indirect:** more than 1 intermediary. producer → wholesaler → retailer → consumer

MULTICHANNEL AND OMNICHANNEL

- **Multichannel** distribution systems are systems in which a single firm sets up two or more marketing channels to reach one or more customer segments. (phone, store, web, email...) cada canal por separado
- **Omnichannel:** cross-channel buying experience that integrates instore, online, and mobile shopping, creating a single shopping experience. (los canales se complementan) McDonalds: usar descuentos desde la app cuando vas al restaurante.

DISINTERMEDIATION

The cutting out of marketing channel intermediaries by producers or the displacement of traditional resellers by new intermediaries.

RETAILING TRENDS

1. **RETAIL CONVERGENCE:** merging of consumers, producers, prices, and retailers. the ability of a marketer to establish a relationship with their consumers and persuade them to purchase our products/service by creating engaging omni-channel experiences.
2. **POP UP STORES:** temporary stores

UNIT 4: PROMOTION

- Select four of the five **marketing communication tools** (one of them should be the "advertising" tool), and present two examples (discussed freely) of each selected communication tool.

The promotion mix (marketing communication tools): is the specific blend of promotion tools that the company uses to persuasively communicate customer value and build customer relationships.

It may be composed of five sets of tools, each of them with several categories:

1. **Advertising:** any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.
 - Broadcast
 - Print
 - Online
 - Mobile
 - Outdoor
2. **Sales promotion:** short-term incentive to encourage the purchase or sale of a product or service.
 - Discounts
 - Coupons
 - Displays
 - Demonstrations
3. **Personal selling:** the personal interaction by the firm's sales force for the purpose of engaging customers, making sales, and building customer relationships.
 - Sales presentations
 - Trade shows or expos
 - Door to door selling
4. **Public relations:** involves building good relations with the company's various publics by obtaining favorable publicity, building up a good corporate image, and handling or heading off unfavorable rumors, stories, and events.
 - Press releases
 - Sponsorships
 - Events
 - Web pages
5. **Direct and digital marketing:** involves engaging directly with carefully targeted individual consumers and customer communities to both obtain an immediate response and build lasting customer relationships.
 - Direct mail or telephone calls
 - Online & social media
 - Mobile marketing

- Based on the previous eight examples explain and justify the use of the "Integrated Marketing Communication (IMC)" concept by your company. Is there a message, a style, some values, a positioning, a target audience, etc. common in the 8 examples?

Integrated Marketing Communications (IMC): involves carefully integrating and coordinating the company's many communications channels to deliver a clear, consistent, and compelling message about the organization and its products.

- Consumers are **bombarded** by brand content through a huge range of sources
- In people's minds, **all messages from different media become part of a single message** and image about the company.
- **Companies sometimes issue contradictory messages** through their various communication tools, coming from different parts of the company. This can harm their positioning and customer relationship.

- Using one of the advertising examples selected in point 1, review the six steps in developing effective marketing communication. Explain and comment on each of the stages of an effective communication campaign applied to this example. (PREGUNTA EXAMEN ANGULAS AGUINAGA)

The six steps in developing effective marketing communication:

1. **Identify the target audience** (What will be said, How, When, Where, Who)

Affects decisions regarding:

- What will be said
- How it will be said
- When it will be said
- Where it will be said
- Who will say it

2. **Determine the communication strategy:** objectives may be set to move buyers through the six buyer-readiness stages:
Awareness → Knowledge → Liking → Preference → Conviction → Purchase

3. **Design the message:** AIDA Model: You have to find the appeal or theme that produces the desired response from the audience.
 - Get Attention
 - Hold Interest
 - Arouse Desire
 - Obtain Action

For that, the message content must have rational, emotional and moral appeals

- **Rational appeal** relates to the audience's self-interest (benefits, convenience).
- **Emotional appeal** is an attempt to stir up positive or negative emotions to motivate a purchase (fear, hope, pride, humor, guilt).

- **Moral appeal** is directed to an audience's sense of what is right and proper.

Message content is "what to say."

Message structure and format is "how to say it."

- **Message structure:** draw a conclusion? One sided or two sided? Strongest arguments presented first or last?
- **Message format:** To attract attention, advertisers can use novelty and contrast, eye-catching images and headlines, and distinctive formats.

4. Choose the media to send the message

Personal vs. nonpersonal communication:

Personal communication involves two or more people communicating directly with each other.

- Face to face
- Phone
- Mail or e-mail
- Texting or Internet chat
- WORD OF MOUTH – often critical

Non personal communication includes media, atmosphere and events.

Personal communication channels may be:

- **Controlled by the company** (sales people, customer service...).
- **Not directly controlled** (word of mouth, influencers...).
- Sometimes companies put personal communications channels to work for them (**opinion leaders**): these are people whose opinions are sought by others.
- **Buzz marketing** involves cultivating opinion leaders and getting them to spread information about a product or service to others in their communities.

These channels are media that carry messages without personal contact or feedback.

Major media:

- Print media: newspapers, magazines, direct mail
- Broadcast media: TV, Radio
- Display media: Signs, posters, billboards.
- On line media: e-mails, web sites...

Atmospheres: designed environments to create or reinforce the buyers learning about the product (banks, lawyers offices).

Events: shows, exhibits, openings...

5. Select the message source

Highly credible sources are more persuasive, a poor choice of spokesperson can tarnish the brand.

The message's impact depends on how the target audience views the communicator.

- Celebrities
 - Athletes
 - Entertainers
- Professionals
 - Health care providers
- Micro influencers
 - Active users of social networks who have fewer than 10,000 followers and have an immense influence among their communities.

6. **Collect feedback:** involves the communicator understanding the effect on the target audience by measuring behavior resulting from the content.

Recognition, recall, and behavioral measures are assessed.

May suggest changes in product / promotion

It's about asking the audience if:

- They remember the content
- How many times they saw it
- How they felt about it
- Attitudes before and after

- **The social responsibility of marketing communication** in the sector where your company operates.

- **Legal and ethical issues:** honest behavior (social causes, environment etc)
- **Intrusive advertising:** unwanted advertising, irrelevant, invasive
- **Deceptive:** false
- **Offensive:** discriminatory
- **Hidden:** (que salgan marcas en pelis etc)

- Explain what elements of **voluntary communication and involuntary communication** could have been taken into consideration by the Heineken group in its launch of the Ladrón de Manzanas cider. Explain briefly what the **push and pull communication strategies** are. Give an example (real or proposed by you) of each of them for Ladrón de Manzanas. **(PREGUNTAS EXAMEN a) y b) LADRÓN DE MANZANAS)**

The promotion mix: everything communicates. All the elements of the marketing mix must be coordinated so that positioning will be more effective

- **Voluntary communication:**
 - Advertising
 - Sales promotion
 - Public Relations
 - Direct & Digital Marketing
 - Personal Selling
- **Involuntary communication:**
 - Product
 - Sales staff, employees
 - Partners
 - Facilities
 - Etc.

Communication strategies:

Push strategy

- It involves "pushing the product through the marketing channels to the final consumer"
- The brand directs the promotion mix (basically personal selling and trade promotion) toward channel members to induce them to carry the product and promote it to final consumers.

Pull strategy

- It involves "directing main promotion activities to induce the final customers to buy the product".
- The brand directs the promotion mix (basically advertisement, B2C and direct and digital marketing) so that consumers ask for the product at the different points of sales (retailers).

